

16 October 1979

Memorandum for SRP

Subject: Pros and Cons of NFAC Versus Interagency Production

1. There are a number of practical reasons why NFAC analysts and managers prefer to do an NFAC intelligence product instead of an interagency product for the NIO. These include:

- The product can generally be done more quickly.
- The analyst gets better credit for the product, including his own byline.
- The production office gets more credit for the product and the effort which went into it.
- Analyst performance recognition and rewards, in terms of efficiency reports and promotion, generally are greater for an NFAC product as opposed to an NIO product.
- The NFAC office prefers to control its own production assets (analysts) as opposed to turning them over to the NIO. And the analyst usually prefers to work for someone who officially evaluates his performance rather than someone who does not.
- NFAC offices have had bad experiences with a number of NIO products in terms of over-expenditure of time and effort, often with a poor end result. They therefore prefer not to squander scarce resources on an uncertain effort.

2. Despite these numerous factors in favor of an NFAC product from an analyst and managerial perspective, there are some reasons for favoring an NIO product. These include:

- Participation in an interagency product can give the analyst greater access to senior officials in the CIA (including the DCI), other members of the Community, and the policymaker.
- There is general analyst recognition that an interagency product is more important and can have greater impact than an NFAC product.

--NFAC analysts and managers both recognize the danger of presenting uncoordinated data or opinions to the policy-maker, particularly if there is an awareness of an opposing point of view.



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